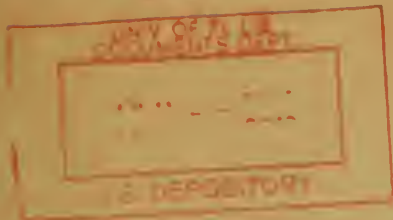


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A STUDY OF THE RETAIL MEAT TRADE IN

FIVE WISCONSIN CITIES

1921

Preliminary Report

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## A STUDY OF THE RETAIL MEAT TRADE IN FIVE WISCONSIN CITIES, 1921.

The data presented in this publication were collected during the summer of 1922, and cover information concerning the retail meat trade for the year 1921 in five Wisconsin cities, Milwaukee, Racine, Madison, Green Bay, and Eau Claire. In each of these cities lists were secured of all the stores dealing in meats. These stores were then visited and schedules containing general information were secured from all those that handled fresh meat, whether or not they also handled other merchandise. In all, 635 stores were covered in this way, and from this group the general information concerning the retail meat trade in these cities has been prepared.

### STATE OF WISCONSIN



Location of Cities studied.

During this canvass of the stores, information was also secured concerning the accounting records and financial data available. These stores were later visited by accountants, and operating data were very carefully analyzed. Records of 64 stores were available for this analysis.

This lack of accounting records has been felt by the leaders in the trade and in response to their expressed desire, the Bureau of Agricultural Economics, cooperating with the Bureau of Business Research of Northwestern University, has prepared a standardized system of accounts. This system has been simplified to require a minimum of labor and yet is inclusive enough to furnish data for a proper analysis of the business. Its use also furnishes a basis for comparison between stores of different sizes and types, and in

the future the Bureau will prepare standards of operating expense based on the information obtained from these standardized systems.

Lack of uniformity in the accounting information available makes it necessary that some measures be adopted to place the information on a comparable basis. In this study, it was found necessary that charges be made, in a large number of instances, for rent, interest, depreciation, and a salary allowance for the proprietor, and in considering these data it should be remembered that they have been adjusted as indicated. Every effort has been used to insure accuracy in these adjustments, but the total costs and net incomes must of necessity be somewhat affected by the data and the estimates which formed the basis for the adjustments.

It was hoped that data concerning the quantity of meat sold could be obtained, so that costs could be computed on a more satisfactory basis, but the number of stores in position to furnish such information was so small that this phase of the subject could not be developed. The trade, as a whole, has little knowledge of the use and importance of such data, and consequently gives little effort to keeping such records.

It is recognized that the data at hand are not sufficient to make possible the accurate statement of conclusions. On the other hand, they are sufficient to point out some rather interesting and helpful facts in the operation of retail meat stores. Many subjects, the discussion of which would be particularly helpful, must of necessity be disregarded as no adequate information was obtainable. Among these are the important subjects of the relation of turnover to margins, investment and profits, the business mortality rate, the relation of experience and age of the particular organization to its success. It is hoped that in future studies some rather definite information can be obtained which will make possible profitable discussions of these important subjects.

#### PROFITS IN THE TRADE

One of the outstanding results of this survey is that 27 out of 64 markets which were carefully analyzed in regard to expenses showed a loss when charged with interest on capital invested, depreciation, and a salary for the proprietor. The need of more adequate records is unquestioned when a survey of this sort will disclose 42 per cent of the stores operating at a loss. In only a few cases did the proprietor know whether the business was making a profit or showed a loss. If he knew he was operating at a loss, it is possible he might find it advantageous to enter some other line of business, or even to work for someone else as an employee. An analysis of the 53 per cent of the stores that did make a profit indicates that large profits are not common, nineteen per cent of all stores having made a net profit of less than three per cent on sales. Thirty per cent made from 3 to 6 per cent, nine per cent made over 6 per cent, with out two stores making over 8 per cent net profit. These profits, of course, are in addition to a salary which it is assumed could be earned in outside employment, plus interest at 6 per cent on capital invested.



### SALES BY TYPES OF STORES

Stores were divided into four types: (1) Straight meat markets handling fresh meats, and miscellaneous merchandise not in excess of ten per cent of total sales; (2) combination markets, doing a combination of fresh meat and grocery business; (3) chain stores either straight or combination markets and (4) stalls situated in public markets.

From the data it appears that the straight meat market in the area studied sells about three-quarters of the meat. This per cent varies between cities, ranging from 59% in Madison to 87% in Eau Claire. A previous study made by the Department indicated that for the whole country about fifty per cent of the sales were in markets of this class.

Chain store sales were not important in any city except Milwaukee, where the sales in this type of market amounted to 11% of the reported sales.

Combination meat and grocery stores were of more importance in Madison than in any one other city. Here they sell 37 per cent of all reported sales. Combination market sales in Milwaukee were only 12 per cent, the lowest for any of the five cities.

Table 1.

Per cent of sales by types of markets.

City	Per cent of Total Sales in				Stalls
	Straight				in
	Meat	Combination	Chain Store	Public	
	Markets	Markets		Markets	
Milwaukee	76	12	11	1	
Racine	83	13	4		
Madison	59	37	4		
Green Bay	72	20	3		
Eau Claire	87	13			

### PER CENT OF CASH, CREDIT, NONDELIVERY AND DELIVERY SALES

This present survey of the retail meat trade indicates that stores maintaining a delivery service have, on the average, slightly higher total expense per dollar of sales. Previous studies point toward the same conclusion. The stores maintaining this service must pay for it either by charging slightly higher prices, or by a reduction in the overhead percentage by attracting an increased volume of business through the extra service rendered. It is important that the consumer understand that delivery is an additional specific service. Unfortunately, this is not generally realized, for the public does not seem to be willing to accept a price policy based on one price

for the meat, and an additional charge for delivery. Such a policy would probably be the most equitable solution of the problem.

Credit is likewise a service, the cost of which must be borne by the customer. If the customer does not pay cash for the goods he purchases, the dealer must have some capital, either by borrowing money from the bank, or furnishing it himself. Interest paid on this additional capital increases costs and must be covered in the gross margin. Some of the accounts are not paid at all and this loss still further increases costs. The cost of this credit service must be paid for, either by an increase in price, an increase in the volume of business, or by a separate additional charge for additional services furnished.

A separate charge for credit service seems the most equitable solution. The average of all stores indicates that the consumer pays for this service in the form of slightly higher prices. Individual stores may find that increased business permits furnishing these services without an increase in the cost percentage, but it would be much fairer to the consumer who does not use these services to give him the advantage in the form of lower prices.

The two largest cities, Milwaukee and Racine, appear to use credit less than any of the other cities. The larger use of credit in the smaller cities is probably due to the fact that the dealer is better acquainted with his customers and feels protected in extending credit. The dealer in the larger city, knowing little about his customers, does not feel so confident of payment.

Table No. 2.

Per cent of cash, credit, non-delivery and delivery sales.

City	Cash	Credit	Non-Delivery	Delivery
	Per Cent	Per Cent	Per Cent	Per Cent
Milwaukee .....	80	20	93	7
Racine .....	77	23	89	11
Madison .....	65	35	69	31
Green Bay .....	64	36	71	29
Eau Claire .....	50	50	61	39

NO DECIDED TENDENCY TOWARD CASH AND DELIVERY

Answers from these dealers regarding the tendency of the public to change buying habits seem to indicate that there is no definite tendency. The majority felt that there was no change in their business. About half of those reporting a change felt that the tendency was toward cash, while the other half felt their trade was tending toward credit.



Thirty-one of the stores declared that their trade was tending toward delivery while only fourteen felt that there was a change toward non-delivery.

From these data it may be inferred that there is probably no indication of a decided change in the buying habits of the public served by this group of stores, the changes being caused by only a natural shifting of population between sections of a city. The slight change toward delivery may be a reaction in consumer buying following the war and evidenced by the public returning to its accustomed method of buying, instead of patronizing markets offering the lowest prices.

#### SALES BY SIZE OF STORES

From the answers given by the dealers to a questionnaire, it would appear that nearly half the total number of stores selling fresh meat have sales of less than \$20,000 yearly. The sales value of the meat sold by these stores is but 20 per cent of all the meat sold by stores reporting. On the other hand, only four per cent of the total number of stores had sales of over \$30,000 per year, yet this class of stores handled 21 per cent of the total sales.

Table No. 3.

#### PER CENT OF SALES BY SIZE OF STORES Stores grouped according to volume of sales.

Yearly sales	Stores reporting sales		Per cent of total sales reported
	Number	Per cent	
Less than \$20,000 .....	283	48	20
\$20,000 - \$40,000 .....	200	34	32
\$40,000 - \$60,000 .....	57	10	16
\$60,000 - \$30,000 .....	26	4	11
Over \$30,000 .....	24	4	21
Total .....	590	100	100

Of the 54 stores which had the accurate accounting records, only 14 per cent had sales as low as \$20,000. This difference seems due to the fact that the larger and more up-to-date stores have bookkeeping records which furnish the information necessary for successful conduct of the business. It is also possible that some measure of optimism influenced the dealers' estimate of their volume of sales.

#### POPULATION PER STORE

Data secured during previous surveys of the retail meat business by the Department indicate that a patronage of at least 1,000 persons is necessary for the successful operation of a single store. The five cities under

consideration had a population of 606,000 in 1920, an average of 932 per store. This varied from a low point of 337 in Racine to 1323 in Madison.

It is interesting to note that in the group of 64 stores analyzed, as the population per store decreased the percentage of the stores operated at a profit decreased, being 39 per cent in Madison as against 23 per cent in Racine. It is also interesting that, of the 27 stores sustaining a loss, 24 were in cities having a population of less than 1,000 per store. While these data are not adequate for predicating a conclusion on this point, they should serve to call attention to a factor which should be given serious consideration by anyone contemplating a start in the retail meat business. There are, however, many other factors which should be considered along with population.

Table 4.

POPULATION AND THE NUMBER OF STORES

Cities	: Population : Number of : Number		
	: : Stores : People		
	: 1920	: 1921*	: per Store
Milwaukee .....	: 457,147	: 507	: 902
Racine .....	: 58,593	: 70	: 837
Madison .....	: 33,378	: 29	: 1323
Green Bay .....	: 31,017	: 25	: 1241
Eau Claire .....	: 20,906	: 19	: 1100
	:	:	:

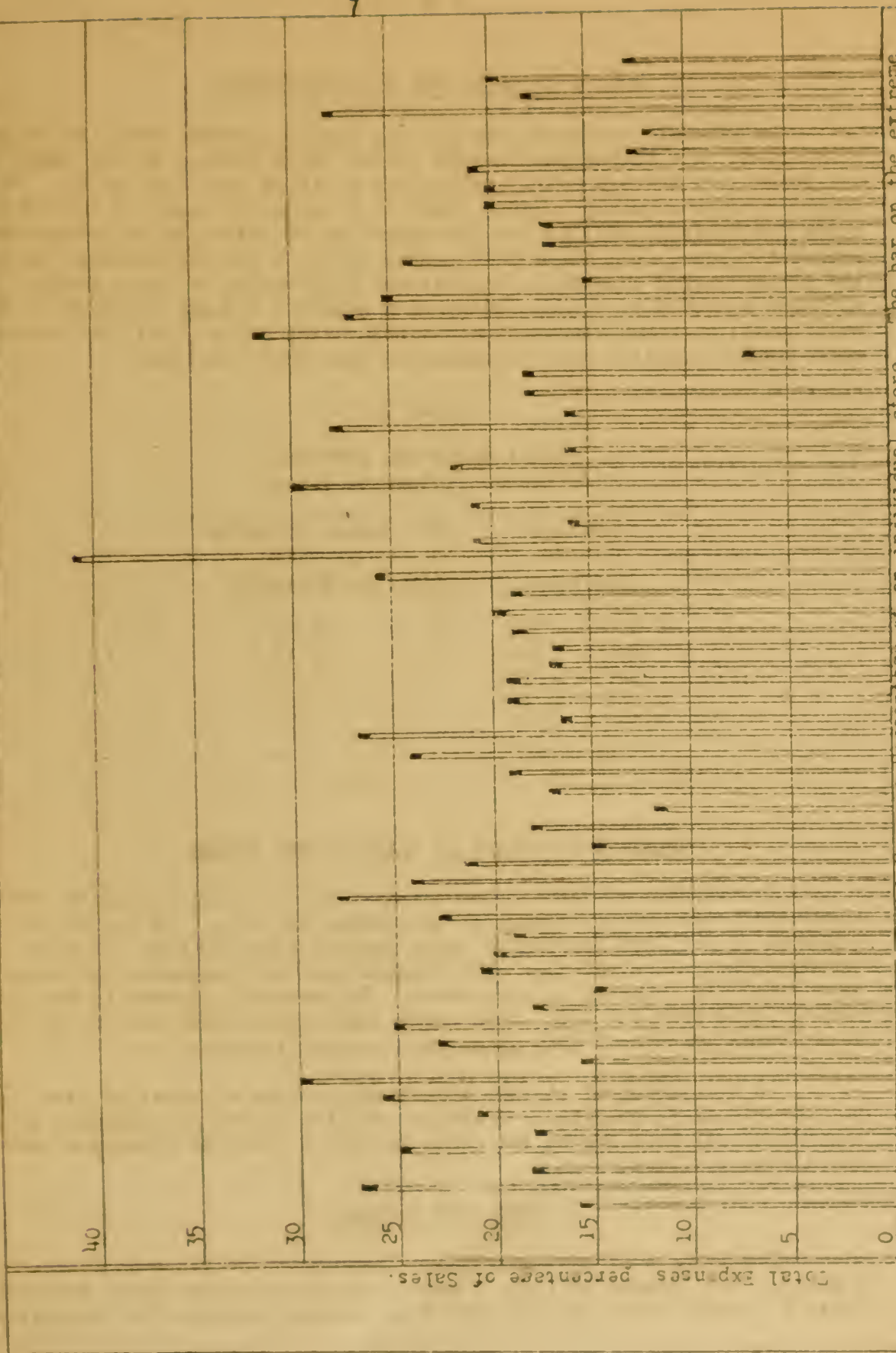
\*Includes 15 stores which were members of chain store systems, but not included in the rest of this study.

RELATION OF SIZE TO COST

The larger stores in this group do not in general operate with a lower percentage of total expense. Analysis of Table No. 6 shows that the high-expense stores are distributed rather evenly throughout the entire range. Chart 1 displays graphically that there is no evident relation between volume of sales and low expense percentage.



Chart 1  
TOTAL EXPENSES IN RELATION TO VOLUME OF SALES.  
Wisconsin Retail Meat Study 1921.



Each bar represents the Total Expense Percentage of an individual store. The bar on the extreme left represents the store with the smallest volume of sales (i.e. Store No. 64, Table 6). Bars are arranged according to the volume of sales; the further the bar is to the right, the larger the sales. The last bar to the right, therefore, represents store No. 1, Table 6).

Total Expenses, percentage of Sales.

### AMOUNT OF SALES PER HOUR PER PERSON

In general, the data from all the stores indicate that the larger stores tend to a fuller utilization of the labor force. In the small one-man store, the average hourly sales were a little less than \$2.00. It should be kept in mind, however, that in a number of cases of the one-man store the sales as well as the time spent in the store by the proprietor were estimated. As against this amount of \$1.95 for the smallest unit, the stores making apparently the fullest utilization of labor force achieved a record of \$6.83. There is a somewhat regular increase in the ratio until we reach the point of stores having sales of \$3,000 or more per week, when there is a drop of something less than a dollar.

Table 5.

#### HOURLY SALES PER EMPLOYEE (By Stores' Volume of Sales)

Average sales per Week	:	Amount of Sales per hour per Employee
\$ 100 - 250	:	\$1.95
250 - 500	:	3.19
500 - 1,000	:	3.95
1,000 - 2,000	:	5.32
2,000 - 3,000	:	6.83
Over 3,000	:	5.96

### RELATION OF VOLUME OF SALES TO NET INCOME

Examination of Table 6 shows that there is little relation between volume of sales and percentage of net income to sales. Of the 64 stores examined 50 per cent had yearly sales greater than \$39,000. Of these 64 stores, 27 showed a net loss when charged with all expenses, including salary, rent, and interest on investment. Of these 27, 13 were in the group having sales over \$39,000. This shows that stores which lost money are well distributed throughout this group with respect to sales.

In this group of stores, apparently, volume of sales in itself did not contribute to profitable operation and the dealer not making a profit must certainly look beyond the total amount of sales to determine wherein the difficulty lies.

### OPERATING EXPENSES

The details of the individual store costs are given in Tables 6, 7, 8 and 9. The figures in Table 7 show the details of the items included in Table 6, under "Wages and Salaries," and similar details for "Miscellaneous



Expense" and "Delivery Expense" are shown in Tables 8 and 9. By using these tables, and classifying expenses as outlined in the "Expense Classification" which follows, it will be possible for any store to determine just where it falls with relation to the members of this group.

### EXPENSE CLASSIFICATION

The classification of expenses used in computing<sup>1</sup> the expense percentages follows. The classification includes not only money that has actually been expended, but such additional expenses as wages to proprietor and family, interest on investment, rent and depreciation.

#### Wages and Salaries

Wages to all employees except those engaged in delivering and office work.

Value of proprietor's services based upon estimate of earnings if working for some one else in a similar line of business.<sup>2</sup>

Estimated value of the services of members of the family working in the store, except as office help.<sup>3</sup>

#### Office Wages

Wages for clerical, bookkeeping or stenographic service actually paid. Estimated value of such services if performed by any member of the family without compensation.<sup>3</sup>

#### Rent

Rent actually paid for store site and building.

Estimated rental value of the building and site in case the proprietor owned the premises.<sup>4</sup>

#### Interest

Interest actually paid on borrowed money.

Interest on net investment at 6 per cent. The amount used in computing this amount should not include investment in land and buildings.

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<sup>1</sup>Percentages are computed by dividing the amount of each item of expense by the amount of the total sales.

<sup>2</sup>These estimates were largely those of the individual dealer as to the going wage for meat cutters. Every effort was made to keep these estimates at a conservative figure.

<sup>3</sup>Based largely on estimates of the dealer.

<sup>4</sup>Based on estimates by dealer and some verification by Bureau's accountants.



Ice and Refrigeration

Ice Purchased

Power used in manufacturing ice or operating refrigerator.

Repairs and upkeep of refrigerating machinery.

Water, oils and grease.

Wrappings

Paper, twine, containers, etc.

Heat, Light and Power

Gas, electricity and power, excepting power used for refrigeration.

Shop Expenses

Repairs, excluding those to ice machine and buildings.

Laundry

Miscellaneous supplies, except wrapping and office supplies.

Insurance on stock and fixtures.

Office Expense

Office supplies

Telephone

Miscellaneous office expense

Depreciation

On equipment and fixtures, but not on building or delivery equipment.

Bad Debts

To cover actual and estimated losses

Advertising

Actual expense incurred

Miscellaneous

Taxes, except Income and Real Estate

Donations

Collection expense

All other expense not classified above except delivery expense

Delivery

Wages

Auto expense

Feed and care of horses

Depreciation on delivery equipment

Miscellaneous delivery expense.

Stable or garage expense

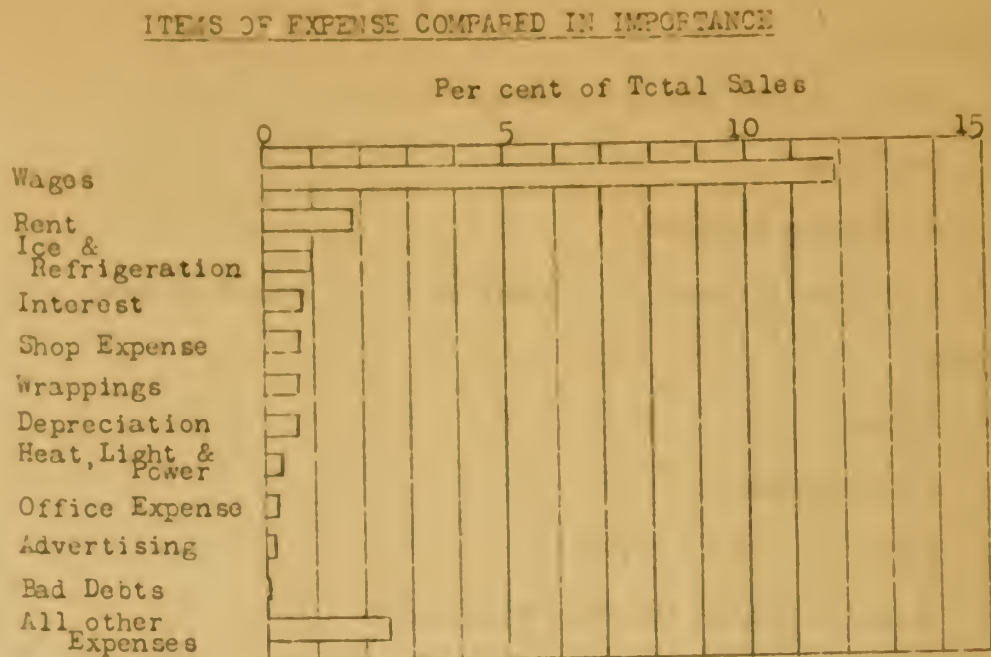
ITEMS OF EXPENSE COMPARED IN IMPORTANCE

"Wages and Salaries" is a larger item of expense than all other expenses combined. (See Chart 2). Rent, on the average, is next in size, and is as important as any other two items of expense combined, (except "Wages and Salaries"). Reductions in operating expense percentages are, then, of greater importance in these larger items of expense and these items should be more closely watched. A loss to the business may creep in more easily by expenditures for wages or salary than in any other way. Charts 4 and 5 show the expense of individual stores and offer a ready way of comparing the expense of one store with another. By computing the percentages as suggested previously and making comparison with this chart, the items in which savings may be effected will stand out.

It is significant to notice that a saving of 1% in wages and salaries is more effective in increasing profits than:-

- A 15% saving in wrapping material;
- An 11% saving in ice and refrigeration;
- A 6% saving in rent.

Chart 2



The average expense percentages for the 34 stores from which accurate accounting data were secured are presented above. Simple arithmetic averages were used.

#### IMPORTANCE OF WAGE AND SALARY EXPENSE

Wages and Salaries, (including office wages but not delivery wages) in the stores analyzed constitute nearly sixty per cent of the total expense. Of the 27 stores that showed a loss, all but 5 had a "Wages and Salaries" expense that was greater than the average of the stores which made a profit. The size of this item of expense, in practically every case, was an important factor in the net loss. Chart 3 compares the average of the group of stores that made a profit with the average of those that showed a loss. The difference in total expense between the profit group and the loss group is about six per cent for non-delivery stores and about four per cent for delivery stores. In both groups this difference is largely in Wages and Salaries. While an over-supply of sales help may frequently be the cause of the high wages cost, in these data the estimated salary allowed the proprietor should be recognized as an important contributing factor in the results shown.

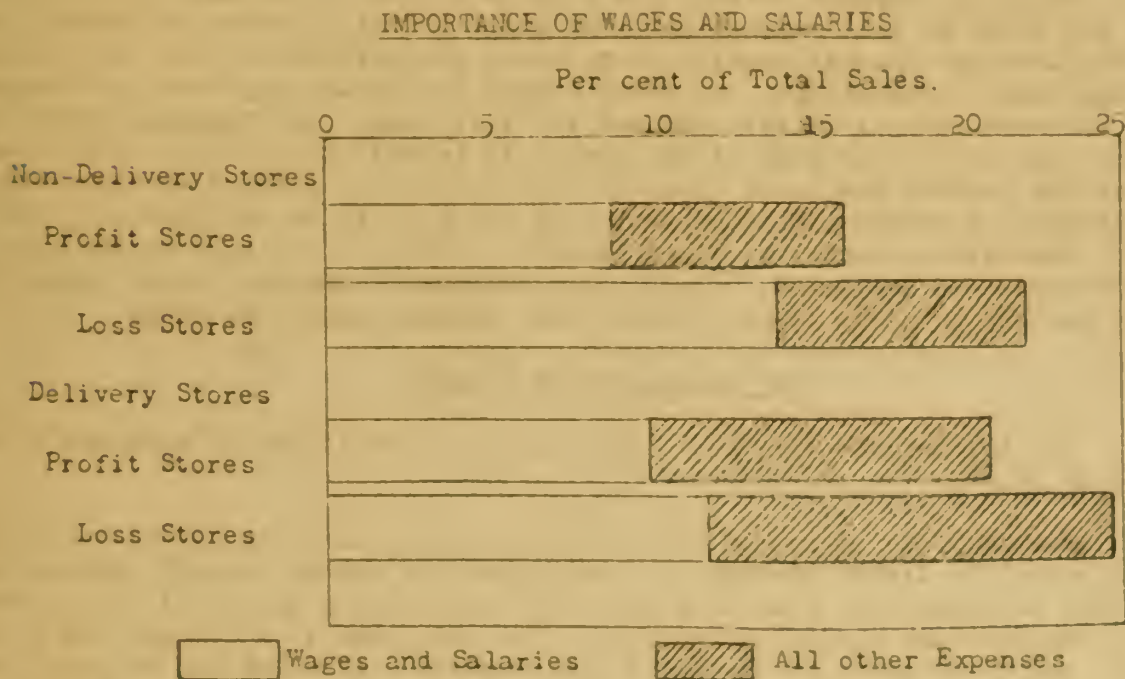
The method of ascertaining the amount that should be charged against the business as salary for the owner was to estimate how much he could probably earn working for some one else in a similar line of business. Obviously, if his own business will not pay this amount in salary and something additional to compensate for the risk and the worry in connection with operating the store, he is not in as favorable a position, financially, as though he worked for someone else.



In many cases, of course, the individual may prefer to earn a little less and enjoy the theoretical freedom incident to owning his own business. This may account for some of the apparent losses. There is, on the other hand, some question as to the accuracy of the estimate for wages to proprietor and the extent to which this compensation could be actually realized as an employee.

A more detailed analysis of the extent to which excessive Wages and Salaries expense contributed to a net loss may be made from Charts 4 and 5.

Chart 3.



The Total Expense of the non-delivery stores which lost money exceeded the Total Expense of the non-delivery stores which showed a profit by about six per cent, five per cent being directly attributed to Wages and Salary expense.

In the case of the delivery group the stores which lost money averaged about four per cent greater Total Expense than the stores which made money. About half this difference is directly attributed to Wages and Salaries.

#### RENT

Rent is the item of expense next in size to Wages and Salaries (See Charts 4 and 5 and Table 6). It varies from less than 1 per cent of total sales to over 4 per cent. The average of the stores that made a profit compared with the average of the stores that showed a loss indicated that the high rent stores are not generally the most prosperous. In fact, high rent

is one of the contributing factors to many of the losses that are indicated.

The average of rent expense for all stores analyzed was 1.32 per cent of total sales. Of the twenty-seven stores that showed a loss, seventeen had more than this expense for rent.

These data apparently indicate that the retail meat trade does not warrant large expenditures for rent. The added trade secured by locating on a high rent site was not sufficient, usually, to offset the added expense.

#### WRAPPINGS, PAPER, TWINE, ETC.

Wrappings expense varied from 0.26 to 1.75 of total sales (See Table 6). The range of this expense for individual stores is shown in Charts 4 and 5. Peculiar and unusual conditions no doubt are responsible for the highest and the lowest percentages, but those toward the middle represent the amounts that the more typical stores expended for this item. If wrapping expense is larger than the center item of the group, it is well to determine the reason and decide whether the money spent in this way brings returns in other ways. For example, a particular dealer may wrap the meat in an exceptionally heavy paper, tied with a string of extra strength. The satisfaction on the part of customers, as indicated, possibly by continued patronage, would repay in sales for the slightly higher cost of the stronger paper and twine.

#### HOW LOSSES MAY BE REDUCED

The two obvious ways to increase profits are to reduce expenses or to increase sales.

Possibly the effort to reduce wages expense in a one or two-man shop would result in little saving. In most cases the number of meat cutters are employed to handle the rush hour volume of trade, even though at other times their services are not fully utilized. The idle time is a direct cost to the store, for which there is no direct sales return. If sales can be increased, the expense of their wages would be distributed over a larger amount of sales and the loss might be turned into a net profit.

It does not follow that a high "Wages and Salary" expense necessarily means a loss to the owner. One of the most prosperous stores had a very high labor expense, but it is noticeable, from a study of Table 6, that high wages expense is generally associated with a net loss, (See Charts 4 and 5). In the final analysis, each store must be studied individually, as particular conditions surrounding it may or may not warrant an expense that is out of line with the average.

Certain expenses, as has been pointed out before, may be warranted under particular conditions. A store proprietor may find that his customers desire special services and that he is warranted in incurring more than the usual expense. In the final analysis, business judgment backed by complete information must decide whether or not the results warrant the expenditure.



The figures are presented to show the experience in a few typical communities and comparison is invited, not as with a standard of measurement or of perfection, but to encourage comparisons that may lead the dealer to a clearer realization of the relative importance of various items of expense.

What can be pointed out is that unless peculiar conditions surround the store, the various expense items should be confined within given limits. Otherwise, maximum efficiency is not being obtained. Comparison with the experience of others is the best method of discovering leaks in any organization.

#### EXPLANATION OF CHARTS 4 AND 5.

Charts 4 and 5 on the following pages, present the average expenses of a group of stores and then analyze each average.

Because of the additional expense of delivering, the Total Expense of a group of stores which deliver cannot correctly be compared with the Total Expense of a group of stores which do not deliver. The 64 stores from which accurate accounting data were secured were divided into two classes according to whether or not delivery service was rendered. Each of these two classes of stores was again divided into two groups according to whether or not the stores showed a net profit for the year.

Chart 4 presents the non-delivery stores  
Chart 5 presents the delivery stores.

Total Expense for both the profit and the loss stores is shown by the two heavy bars on the left of each chart. In each chart the bar on the extreme left is the average total expense of the profit stores within that group; the bar adjacent to it is the average Total Expense of the stores which showed a loss. Each bar of Total Expense is made of Wages and Salaries, Rent, Ice and Refrigeration, Miscellaneous, Wrappings, Shop Expense, Heat, Light and Power, Interest, and Delivery Expense in the case of the group of delivery stores.

Each item of expense is further analyzed in the same chart. Take for example, Wages and Salaries. The solid black portion of the large bars represents Wages and Salaries. The length of this bar is determined by the average of the Wages and Salary Expense as shown to the right of the big bars. The data used in the average are also presented:--the small black bars show the expense of each individual store. The number at the bottom of each bar is the store number and is the same as used in Tables 6, 7, 8 and 9.

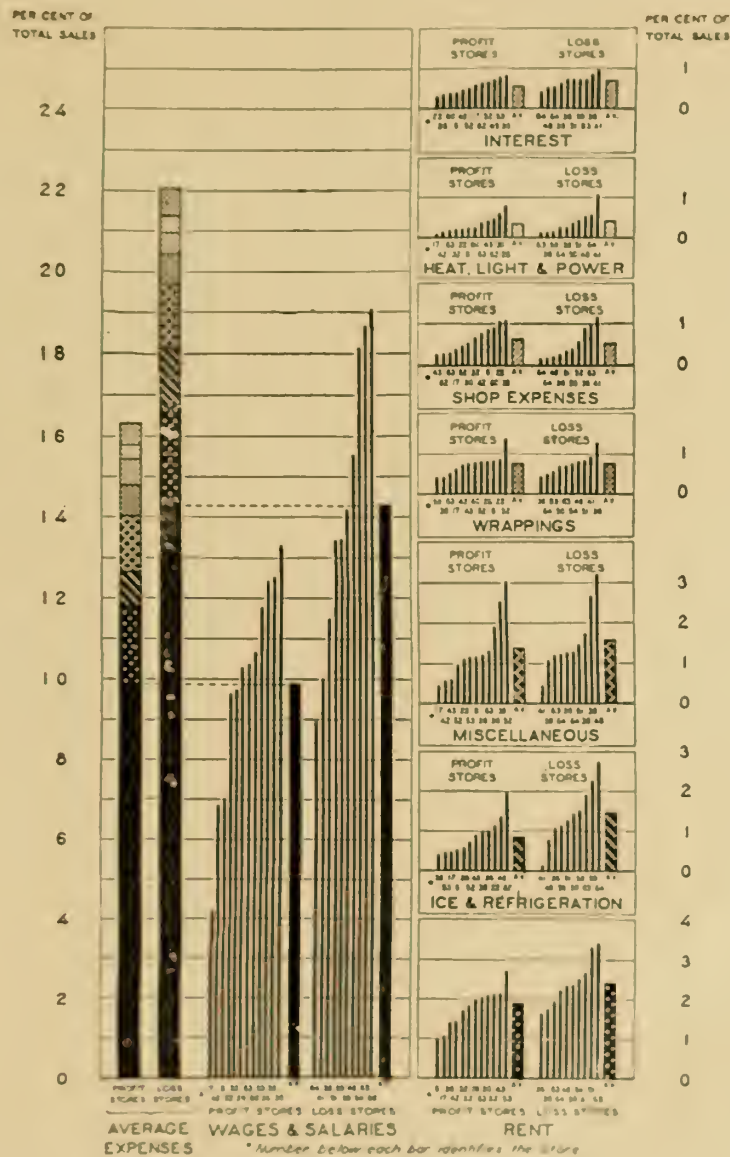
The other items of expense are presented in a similar manner. The individual stores are represented by small bars - the average is the larger shaded bar and this average is the one used in the Total Expense bars at the left of each chart.





Chart 4.

EXPENSES OF 22 NON-DELIVERY STORES



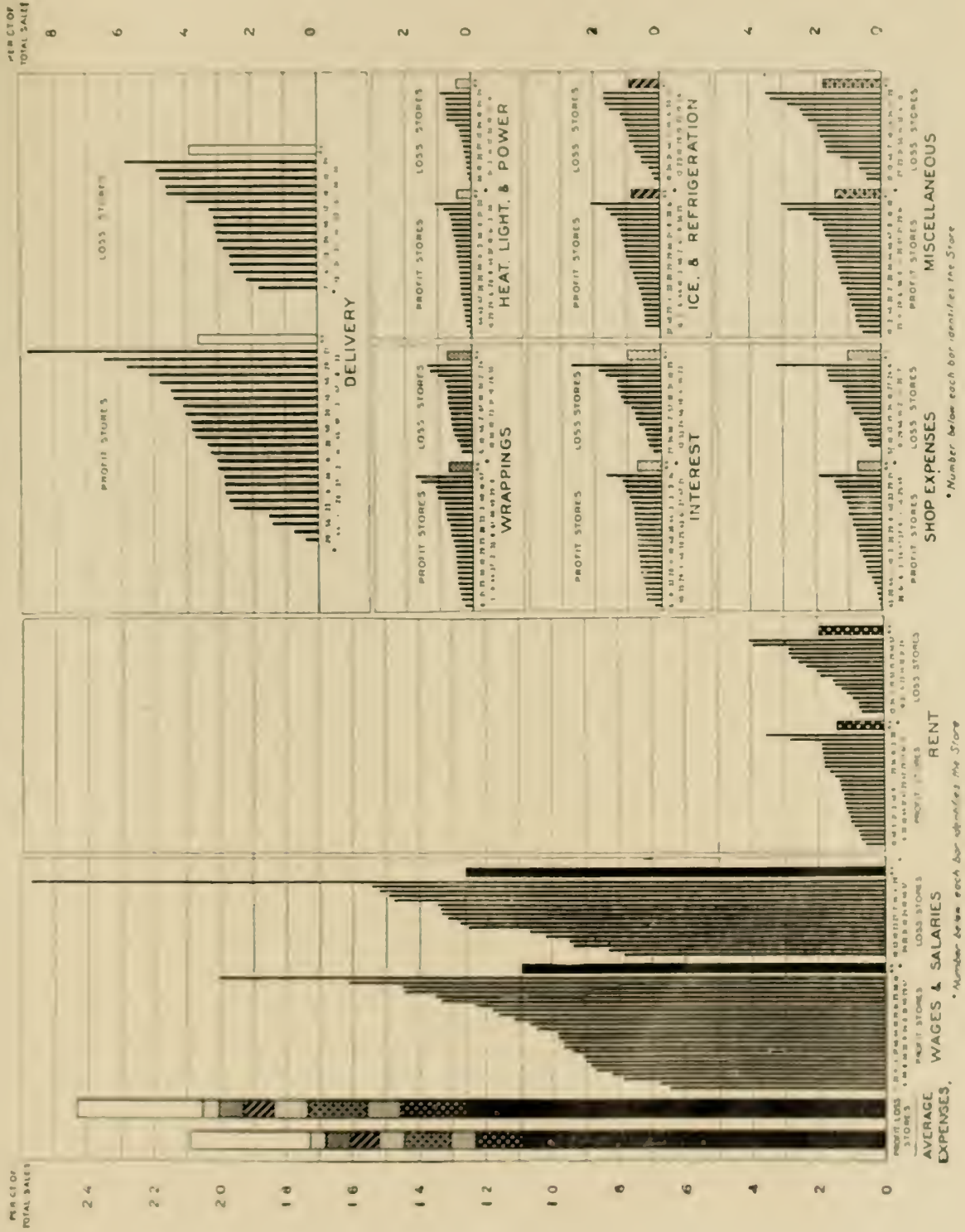
The large bars on the extreme left represent average Total Expense. Each item of expense contributing to Total Expense is analyzed in detail. Detailed explanation is given on the preceding page.





Chart 5

EXPENSES OF 12 DELIVERY STORES.



The large bars at the left represent average Total Expense. Each item of expense contributing to Total Expense is analyzed in detail. Detailed explanation of the chart is given on second page preceding.



Table No. 6

## OPERATING EXPENSES AS PER CENT OF TOTAL SALES

(By Individual Stores)

Wisconsin Retail Meat Study, 1921.

Store Num-ber	Annual Sales	Cost of Goods	Gross Profit	Net Profit	Total Expense	Wages and Salaries	Rent	Ice and Refrig.	Wrap-pings	Shop Ex-pense	Heat & Power	Inter-est	Mis-cellaneous	Deliv-ery
1	133,560	82.04	17.96	4.80	13.16	6.46	1.35	.52	.36	.97	.06	.62	1.32	1.50
2	126,578	71.11	28.83	8.03	20.86	11.15	1.90	1.03	.50	.67	.59	.94	1.02	3.06
3	101,667	78.44	21.16	2.82	18.34	9.00	1.18	.77	.88	.46	.43	.82	.71	4.09
4	99,396	75.66	24.34	-3.84	28.18	15.20	1.29	1.18	.35	3.17	.74	1.27	2.43	2.55
5	91,130	55.48	14.52	2.31	12.21	7.02	.99	.53	.83	.86	.39	.40	1.19	---
6	80,644	83.25	16.80	3.65	13.15	6.77	.72	.49	.26	.30	.31	.21	1.00	3.09
7	80,130	80.48	19.52	-2.44	21.96	13.36	1.12	.93	.64	1.61	.14	.74	1.63	1.79
8	75,152	73.96	26.04	5.72	20.32	8.86	.96	1.24	.68	.89	.38	.48	1.71	5.12
9	73,172	71.55	28.05	7.64	20.41	9.80	1.31	1.19	1.56	.87	.55	1.07	1.24	2.82
10	70,349	78.21	21.79	4.27	17.52	10.67	.60	.69	.50	.48	.47	.70	.54	2.87
11	63,934	80.51	19.39	1.51	17.88	8.69	2.82	.44	.42	.44	.41	.64	.75	3.27
12	62,917	77.22	22.78	-1.95	24.73	13.44	2.58	.74	.62	.40	.28	1.20	2.20	3.27
13	60,899	66.85	13.15	-2.07	15.22	9.37	.69	.21	.39	.55	.32	.37	.63	2.69
14	59,051	75.61	24.19	-1.53	25.72	14.78	2.03	1.03	.55	.81	.21	1.29	1.93	3.09
15	58,993	74.13	25.87	-1.66	27.53	12.77	2.35	.97	.48	1.11	.13	1.61	3.33	4.72
16	56,959	64.23	35.77	3.02	32.75	20.04	1.84	.41	1.10	1.04	.15	1.61	2.18	4.38
17	55,429	66.70	13.30	5.41	7.89	4.17	1.08	.48	.64	.38	.09	.59	.46	---
18	54,617	64.97	15.03	-3.74	18.77	7.85	.77	.18	.72	1.05	.72	1.11	1.80	4.57
19	53,509	82.33	17.67	-.66	18.33	10.20	1.47	1.50	.71	.65	.72	.48	.42	2.18
20	52,831	76.78	23.22	6.27	16.95	10.44	1.67	.90	.43	.12	.33	.61	2.05	.40
21	51,228	68.61	31.39	2.90	28.49	11.75	1.05	1.15	.37	1.91	.62	1.14	1.68	8.82
22	48,989	79.12	20.88	4.69	16.19	9.62	1.84	1.12	.88	1.04	.25	.33	1.11	---
23	46,634	80.30	19.70	-2.40	22.10	12.52	1.54	.55	.65	1.05	.18	1.81	.66	3.14
24	45,747	69.61	30.39	-.56	30.95	13.33	3.94	1.65	1.31	1.58	.73	.67	1.93	5.81
25	45,425	78.21	21.79	.41	21.38	13.51	1.32	.47	.60	1.19	.19	.72	.68	2.70
26	45,388	79.91	20.09	3.22	16.87	10.27	1.98	.97	.81	1.08	.19	.36	1.21	---
27	43,600	80.53	19.47	-1.66	21.13	13.15	.97	1.11	1.01	1.14	.22	.24	.43	2.86
28	43,236	76.72	23.28	-18.65	41.93	25.72	2.78	.91	.81	.50	.48	2.68	3.48	4.57
29	43,098	66.81	33.19	6.53	26.66	14.47	1.81	1.01	.51	1.36	.25	.57	.88	5.80



Table No. 6 (Continued)

- 19 -

Store No.	Annual Sales	Cost of Goods	Gross Profit	Total Expense	Wages and Salaries	Rent	Ice and Refrig.	Wrap- pings	Shop Expense	Heat & Light	Inter- est	Mis- cella- neous	De- liv- ery
30	42,671	74.90	25.10	19.78	13.31	1.41	.58	.43	.53	.17	.82	2.53	---
31	42,182	67.08	12.92	20.81	10.68	2.84	.56	.71	.36	.12	1.28	1.61	2.65
32	42,026	72.90	20.10	19.62	12.51	1.71	.40	.41	.66	.25	.64	3.04	---
33	39,503	77.06	22.94	17.96	7.88	1.83	.61	.80	1.17	1.08	.52	1.47	2.60
34	38,615	83.10	16.90	17.80	8.30	.78	.31	.73	.90	.95	.41	2.36	3.06
35	37,056	75.30	24.70	19.15	9.66	.80	1.60	.58	.75	.33	.48	.93	4.02
36	36,823	83.85	16.17	19.23	11.48	1.66	1.10	.42	.90	.27	.73	2.67	---
37	35,953	77.31	22.69	17.48	9.40	1.20	---	.49	.75	.41	.89	1.49	2.85
38	35,517	71.92	22.11	27.76	14.52	3.56	1.46	.68	.10	.31	.76	3.02	3.35
39	35,000	73.53	22.47	24.32	11.60	1.03	.73	1.07	.75	.80	.71	1.21	6.48
40	34,177	80.09	19.91	19.65	9.66	1.23	.43	1.05	1.00	.38	.72	1.27	3.91
41	33,541	85.19	15.81	17.50	10.02	2.69	.14	.95	1.18	1.09	.97	.46	---
42	33,214	80.22	19.78	12.43	6.85	1.44	1.38	.73	.77	.21	.47	.58	---
43	33,187	70.11	29.89	18.43	12.42	2.17	.90	.77	.25	.60	.72	.60	---
44	32,273	70.80	20.50	15.41	9.83	1.12	.55	.46	.25	.18	.80	1.45	.77
45	32,241	74.53	25.37	22.30	13.34	1.49	1.08	.80	.07	.39	.64	.78	3.71
46	31,398	79.55	20.05	24.94	14.91	2.85	.78	.60	.61	.09	.77	1.20	3.13
47	29,150	63.15	33.85	28.28	16.13	1.23	1.11	1.75	.69	.27	1.04	1.63	4.43
48	25,503	74.53	20.01	23.92	15.52	2.35	.78	.81	.21	.53	.51	3.21	---
49	25,386	80.33	19.67	19.42	8.21	.75	.93	.88	1.40	.19	.78	1.48	4.80
50	23,654	79.89	20.31	20.88	14.18	1.77	1.45	.69	.40	.38	.73	1.28	---
51	23,440	73.42	20.58	21.84	13.42	3.33	1.28	.85	.34	.43	.73	1.46	---
52	23,273	83.12	16.88	15.47	9.73	2.06	.71	.80	.47	.22	.50	.98	---
53	22,044	78.45	21.55	18.20	11.77	2.72	.47	.52	.29	.47	.78	1.18	---
54	21,410	78.63	21.37	25.44	18.14	2.52	1.52	.76	.16	.56	.54	1.24	---
55	20,552	77.65	22.35	23.21	9.49	1.95	1.62	1.24	1.55	.36	.43	1.69	4.88
56	19,645	73.77	21.23	16.72	9.04	1.83	1.25	.48	.57	.51	.45	1.19	1.40
57	19,342	76.10	23.90	30.18	15.43	4.03	1.66	.70	---	.73	.89	2.81	3.93
58	18,532	77.66	22.34	26.43	19.06	1.94	1.15	1.29	.27	.15	.84	1.73	---
59	17,633	79.17	20.83	21.10	13.44	2.38	2.27	.55	.58	.17	.63	1.08	---
60	17,090	80.88	19.12	18.14	10.65	2.11	1.00	.78	.90	.42	.39	1.89	---
61	15,842	71.75	28.25	25.18	12.31	1.89	2.08	.69	.13	.54	.81	2.81	3.92
62	15,069	76.50	23.50	18.89	10.35	2.15	1.97	1.39	.28	.80	.63	1.32	---
63	14,021	75.42	24.58	27.72	18.64	3.42	1.90	.70	.99	.13	.73	1.21	---
64	13,476	88.15	11.85	16.50	8.94	2.23	2.72	.49	.17	.26	.40	1.29	---

Table No. 7

DETAIL OF WAGES AND SALARIES  
IN TABLE NO. 6  
Wisconsin Retail Meat Study,  
1921

Number	: Wages and Salaries	: Office: Wages:	: Total	:	Number	: Wages and Salaries:	: Office Wages	: Total
1	: 5.89	: .57	: 6.46	:	33	: 5.89	: 1.99	: 7.83
2	: 10.41	: .74	: 11.15	:	34	: 8.30	:	: 8.30
3	: 8.22	: .78	: 9.00	:	35	: 9.66	:	: 9.66
4	: 13.38	: 1.82	: 15.20	:	36	: 11.48	:	: 11.48
5	: 6.34	: .68	: 7.02	:	37	: 9.40	:	: 9.40
6	: 5.48	: 1.29	: 6.77	:	38	: 14.52	:	: 14.52
7	: 13.36	:	: 13.36	:	39	: 10.86	: .74	: 11.60
8	: 7.20	: 1.66	: 8.86	:	40	: 9.66	:	: 9.66
9	: 8.88	: .92	: 9.80	:	41	: 10.02	:	: 10.02
10	: 10.67	:	: 10.67	:	42	: 6.85	:	: 6.85
11	: 7.67	: 1.02	: 8.69	:	43	: 9.29	: 3.13	: 12.42
12	: 13.44	:	: 13.44	:	44	: 9.83	:	: 9.83
13	: 9.37	:	: 9.37	:	45	: 13.34	:	: 13.34
14	: 13.02	: 1.76	: 14.78	:	46	: 14.91	:	: 14.91
15	: 10.57	: 2.20	: 12.77	:	47	: 14.19	: 1.94	: 16.13
16	: 17.46	: 2.58	: 20.04	:	48	: 15.52	:	: 15.52
17	: 4.17	:	: 4.17	:	49	: 8.21	:	: 8.21
18	: 7.85	:	: 7.85	:	50	: 14.18	:	: 14.18
19	: 10.20	:	: 10.20	:	51	: 13.42	:	: 13.42
20	: 10.44	:	: 10.44	:	52	: 9.73	:	: 9.73
21	: 9.87	: 1.88	: 11.75	:	53	: 11.77	:	: 11.77
22	: 7.48	: 2.14	: 9.62	:	54	: 16.93	: 1.21	: 18.14
23	: 12.52	:	: 12.52	:	55	: 9.49	:	: 9.49
24	: 11.10	: 2.23	: 13.33	:	56	: 9.04	:	: 9.04
25	: 11.79	: 1.72	: 13.51	:	57	: 10.45	: 4.98	: 15.43
26	: 7.96	: 2.31	: 10.27	:	58	: 19.06	:	: 19.06
27	: 11.38	: 1.77	: 13.15	:	59	: 13.33	: .11	: 13.44
28	: 23.31	: 1.91	: 25.22	:	60	: 10.65	:	: 10.65
29	: 12.20	: 2.27	: 14.47	:	61	: 12.31	:	: 12.31
30	: 11.48	: 1.83	: 13.31	:	62	: 10.35	:	: 10.35
31	: 10.63	:	: 10.63	:	63	: 18.04	:	: 18.04
32	: 12.51	:	: 12.51	:	64	: 8.94	:	: 8.94

Table No. 8.

DETAILS OF MISCELLANEOUS EXPENSE IN TABLE NO. 6  
WISCONSIN RETAIL MEAT STUDY, 1921.

Number	: Office Expense	: Depre- ciation	: Bad Debts	: Adver- tising	: Other Expense	: Miscellaneous Expense
1	.32	.17	.42	.19	.22	1.32
2	.10	.36	.19	.20	.17	1.02
3	.14	.19		.02	.36	.71
4	.03	1.39	.29	.53	.19	2.43
5	.11	.19			.89	1.19
6	.09	.10	.49	.11	.21	1.00
7	.13	.77	.73			1.63
8	.54	.22	.51	.44		1.71
9	.36	.81		.06	.01	1.24
10	.21	.33				.54
11	.35	.40				.75
12	.44	.30		.70	.26	2.20
13	.08	.45			.10	.63
14	.52	.47		.46	.48	1.93
15	.58	1.15		.87	.73	3.33
16	.29	1.19	.05	.04	.61	2.18
17	.11	.32			.03	.46
18	.17	.96	.27		.40	1.30
19	.11	.20			.11	.42
20	.11	.44	.08	1.32	.10	2.05
21	.74	.54		.09	.31	1.68
22	.20	.54			.37	1.11
23	.11	.31			.24	.66
24	.86	.55	.33		.19	1.93
25	.34	.28			.06	.68
26	.21	.60			.40	1.21
27		.28		.07	.03	.43
28	.37	1.92	.59	.13	.42	3.48
29	.06	.45		.20	.17	.68
30	.13	.66			1.69	2.53
31	.25	.94	.33	.07	.02	1.61
32	.12	.82	.08	.80	1.22	3.04



Table No. 5 (Continued)

(Details of Miscellaneous Expense in Table No. 6)

Number	: Office Expense	: Depre- ciation	: Bad Debts	: Adver- tising	: Other Expense	: Miscellaneous Expense
33	.49	.76	.22			1.47
34	.36	.57	1.03	.21	.19	2.36
35	.26	.53		.05	.09	.93
36	.19	.89	1.33		.21	2.67
37	.31	.96			.22	1.49
38	.36	1.53	.50	.49	.14	3.02
39	.20	.71		.30		1.21
40	.32	.37	.03	.28	.22	1.27
41	.24	.07		.05	.10	.46
42	.22	.36				.58
43	.17	.09			.34	.60
44	.12	1.24			.09	1.45
45	.19	.34	.19	.06		.78
46	.21	.86			.13	1.20
47	.48	.51		.27	.37	1.63
48	.25	1.49		.05	1.42	3.21
49	.18	.63		.56	.11	1.48
50	.18	.98			.12	1.28
51	.28	1.06			.12	1.46
52	.25	.66			.07	.98
53	.27	.91				1.13
54	.34	.65	.15	.05	.05	1.24
55	.38	.21	.86	.03	.16	1.69
56	.41	.61			.17	1.19
57	.53	1.29	.14	.71	.14	2.81
58	.30	1.35		.08		1.73
59	.48	.51		.02	.07	1.08
60	.39	1.23			.27	1.89
61	.31	1.25		1.10	.15	2.81
62	.32	.89			.11	1.32
63	.35	.86				1.21
64	.03	.37	.07	.70	.12	1.29

Table No. 9

DETAIL OF DELIVERY EXPENSE IN TABLE 6.

Wisconsin Retail Meat Study  
1921.

Delivery Expense				Delivery Expense			
Store:				Store:			
Number:	Wages	Other	Total	Number:	Wages	Other	Total
1	.73	.77	1.50	33	1.98	.62	2.60
2	1.23	1.83	3.06	34	1.30	1.76	3.06
3	2.50	1.59	4.09	35	2.07	1.95	4.02
4	1.30	1.25	2.55	36	----	----	----
5	----	----	----	37	2.22	.63	2.85
6	1.61	1.48	3.09	38	2.34	1.01	3.35
7	.81	.98	1.79	39	4.16	2.32	6.48
8	2.79	2.33	5.12	40	1.59	2.32	3.91
9	1.78	1.04	2.82	41	----	----	----
10	1.71	1.16	2.87	42	----	----	----
11	2.03	1.24	3.27	43	----	----	----
12	2.07	1.20	3.27	44	.77	----	.77
13	1.71	.98	2.69	45	1.42	2.29	3.71
14	1.94	1.15	3.09	46	1.52	1.61	3.13
15	1.66	3.12	4.78	47	2.89	1.54	4.43
16	1.52	2.86	4.38	48	----	----	----
17	----	----	----	49	3.08	1.72	4.80
18	2.50	2.07	4.57	50	----	----	----
19	1.46	.72	2.18	51	----	----	----
20	.18	.22	.40	52	----	----	----
21	5.35	3.47	8.82	53	----	----	----
22	----	----	----	54	----	----	----
23	2.23	.91	3.14	55	3.81	1.07	4.88
24	1.99	3.82	5.81	56	1.09	.31	1.40
25	1.72	.98	2.70	57	3.93	----	3.93
26	----	----	----	58	----	----	----
27	.77	2.09	2.86	59	----	----	----
28	1.80	2.77	4.57	60	----	----	----
29	3.27	2.53	5.80	61	1.47	2.45	3.92
30	----	----	----	62	----	----	----
31	1.65	1.00	2.65	63	----	----	----
32	----	----	----	64	----	----	----

1921 EXPENSES COMPARED WITH 1919 EXPENSES

In Table 10 appearing upon Page 25 comparison is made with expenses in retail meat trade for the year 1919. The figures were collected by the Department of Agriculture from stores well distributed over the United States. Total expense is slightly higher in the case of Wisconsin markets for 1921. Most of the difference appears in wages and salaries.

In comparing the expenses of the two years, it should be remembered that the percentages are based on total sales. The price of meat fell between the two periods and thus if the same amount of meat were sold the total sales in dollars would be less. If the actual amount of the expenses remained the same for each of the two years, the percentages for the latter period would thus be greater on account of the smaller base upon which they are computed.

This table differs from Table 6, in that Delivery Wages are included in the percentage of Wages and Salaries and Other Delivery Expense is included in Miscellaneous Expense. The Delivery items are presented individually in the last two columns.



Table No. 10

OPERATING EXPENSES AND PROFITS IN THE RETAIL MEAT TRADE  
(Comparison of Wisconsin Markets in 1921 and United States Markets in 1919)

WISCONSIN MARKETS - 1921											
DELIVERY EXPENSES											
Annual Sales	No. of Stores	Cost of Goods	Gross Profit	Net Profit	Total Expense	Rent	Refrigeration	Inter-est	Salaries	Miscellaneous	Total
Under \$25,000	15	78.76	21.24	- .48	21.72	2.42	1.54	.53	13.66	3.47	3.53
25,000-50,000	28	77.45	22.55	1.00	21.55	1.80	.83	.79	13.48	4.55	3.72
50,000-100,000	18	76.18	21.82	1.38	20.44	1.41	.79	.85	12.53	4.85	3.48
Over 100,000	3	77.33	22.67	5.22	17.45	1.48	.77	.79	10.36	4.05	2.59
UNITED STATES MARKETS 1919											
Under \$25,000	22	79.93	20.02	1.91	18.11	1.54	1.10	.62	10.90	3.85	2.92
25,000-50,000	57	80.58	19.42	2.01	17.41	1.31	.87	.56	11.13	3.54	2.75
50,000-100,000	53	82.16	17.84	2.51	15.33	1.08	.61	.47	9.81	3.36	2.59
100,000-200,000	36	82.30	17.70	2.15	15.55	1.37	.55	.39	9.34	3.90	2.16